

Middlesex University Research Repository

An open access repository of

Middlesex University research

<http://eprints.mdx.ac.uk>

Hafford-Letchfield, Trish ORCID logo ORCID: <https://orcid.org/0000-0003-0105-0678> (2016)
The art of courageous conversations. In: Community Care Live 2016, 10-11 May 2016,
Birmingham, UK. . [Conference or Workshop Item]

Published version (with publisher's formatting)

This version is available at: <https://eprints.mdx.ac.uk/19941/>

Copyright:

Middlesex University Research Repository makes the University's research available electronically.

Copyright and moral rights to this work are retained by the author and/or other copyright owners unless otherwise stated. The work is supplied on the understanding that any use for commercial gain is strictly forbidden. A copy may be downloaded for personal, non-commercial, research or study without prior permission and without charge.

Works, including theses and research projects, may not be reproduced in any format or medium, or extensive quotations taken from them, or their content changed in any way, without first obtaining permission in writing from the copyright holder(s). They may not be sold or exploited commercially in any format or medium without the prior written permission of the copyright holder(s).

Full bibliographic details must be given when referring to, or quoting from full items including the author's name, the title of the work, publication details where relevant (place, publisher, date), pagination, and for theses or dissertations the awarding institution, the degree type awarded, and the date of the award.

If you believe that any material held in the repository infringes copyright law, please contact the Repository Team at Middlesex University via the following email address:

eprints@mdx.ac.uk

The item will be removed from the repository while any claim is being investigated.

See also repository copyright: re-use policy: <http://eprints.mdx.ac.uk/policies.html#copy>



The art of courageous conversations

Dr Trish Hafford-Letchfield
Professor of Social Care
p.hafford-leitchfield@mdx.ac.uk

Community Care Live May 10 2016

Aims:

- To consider and identify the context for promoting courageous conversations within care environments
- To reflect on skills and tips for engagement with unspoken challenges we face in everyday practice.



Why?
Who ?
When?

How?

Copyright 2010 Lisa Stokes

Why ??

To build sustainable engagement with issues that affect care - BASICS

- ❑ Learning from Serious Case Reviews – concept of ‘Wilful Blindness’
- ❑ Acknowledging the political, socio-economic challenges
- ❑ Commitment to diversity, equality and social justice
- ❑ Moving towards distributive leadership
- ❑ Increased accountability, transparency and authenticity – the need to make changes and our role within this
- ❑ Modelling skills which draw on both intellectual and emotions combined with competencies

When we avoid difficult
conversations we trade
short term discomfort
for long term
dysfunction.

someecards
user card



Where ??

Any situation where you are:

- ☐ feeling a sense of unfairness, wrongdoing
- ☐ You KNOW that things are really not right
- ☐ You sense a risk in speaking
up/awkward/embarrassed/afraid/causing offence
or upset
- ☐ You need to deal with an issue that is looming
i.e

In management or supervision

With learners such as students on placement

With service users and carers – it works both ways

The major difference between you and other peoples is that you know what you are thinking and feeling, whereas other people know only what you look like and how you are behaving. This fundamental difference between you and everyone else makes your behaviour extremely important.....

(Honey, 2001)

Speak or Stay Silent?

What could be damaged?

Do you know what you want?

Do you recognise your own contribution and are you prepared to own it?

Do you want to get back at someone?

Would you rather avoid it?

Why?



When ??

Initiating a courageous conversation

They can go badly!!!

Always use natural opportunities

First person invitations are important

Then telephone

Initiating by e mails should be a last resort

Be aware that your style may get in the way

So - practice first and seek advice

How??

Opening statements.....explain....name the issue,
(provide an example)

Take responsibility for your part of the conversations

Describe your emotions (emotional intelligence)

Clarify why it is important

Anticipate the other person/s concerns

Then!

Be curious - seek further information

Actively listen including verbal and body language

Always invite a response

Be supportive

Try to identify and promote the incentives for them to change

Promote self-care strategies

Seek a solution

Agree actions and schedule a follow up

If things go wrong!

- ❑ Keep brief notes and use these to review. Always give the person/s a copy so they are clear about what has been agreed and the consequences for failing to achieve change
- ❑ Allow people to be accompanied at any formal meeting
- ❑ Allow and provide a process for appeals against any formal decisions made
- ❑ Take the opportunity to adjust any policies or practices to improve

Learning from Courageous Conversation and before you need them

- ❑ Make good use of policies and procedures and set standards as a reference point where there are disputes or problems in the team/service
- ❑ Work on your interpersonal skills and adopt a curiosity and hypothesizing approach to resolving problems
- ❑ Seek help from people in your organisation or outside to consult and mediate where the situation is escalating.

**“PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID,
BUT PEOPLE WILL
NEVER FORGET
HOW YOU
MADE THEM FEEL.”**

**Be brave
enough to
start a
conversation
that matters.**

References

- Gallop, L., and Hafford-Letchfield, T. 2012) *How to become a better manager in social work and social care, Essential skills for managing care.* London, Jessica Kingsley.
- Hafford-Letchfield, T., Lambley, S., Spolander, G. Cocker, C. (2014) *Inclusive Leadership in social work and social care.* Bristol, Policy Press
- Honey, P. (2001) *Improve your people skills.* 2nd edition, London, CIPD